

Introduction

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25X1A7b

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25X1A2g

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In late 1956 the OCR T/O was ^{reduced} ~~cut~~ from 886 to 853 during an across-the-board personnel cut. ^{The Office} ~~It~~ therefore had to discontinue several operations considered to be of relatively low priority and to reorganize the elements that were left in order to achieve a more effective use of the ~~rem~~aining manpower. On 1 November parts of the Liaison Division (LD) and the CIA Library, plus the Classification Control Staff from the Office of the Assistant Director (OAD), were regrouped into a new Document Division (DD). ~~that~~ would centralize and control the processing of intelligence documents.

The new Division had a T/O of 123--87 slots from the Library, 29 from LD, and seven from the Classification Control Staff. *continue on orig*

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THE DOCUMENT DIVISION



The Document Division (DD) was created in November 1956

~~in order~~ to centralize and control the processing of intelligence documents. ^{1/} With a T/O of 123 it was actually a realignment in the administrative chain of command with 87 slots moved from the Library, 29 slots from the Liaison Division (LD) and seven from the Classification Control Staff attached to the AD's office. To satisfy the balance between former Library functions and those of a dissemination nature,

25X1A9a James ^{the AD/CR} Dr. Andrews appointed [redacted] Deputy CIA Librarian, to head the

25X1A9a Division and [redacted] Chief of LD's Defense Section, to serve as Deputy Chief. (When Mr. Vance became Special Assistant to the

25X1A2g AD/CR in August 1958, [redacted] took over as Division Chief. The

Deputy's position was abolished and a ^{Staff Assistant} appointed. ^{2/} If the new Division had ^{three} branches ~~had the following functions~~ Special

Dissemination (soon renamed Special Control) ^{Branch} with [redacted] ^{Top} 25X1A9a Secret Control Officer, as [the] chief, consolidated into one

branch the functions of classification control, Top Secret dissemination, ^{LD's}

cable dissemination (Cable Center), [redacted] and CIA 25X1C8a

^{including special dissemination & British Liaison representation in Washington} finished intelligence dissemination, (2) Analysis Branch, with [redacted] 25X1A9a

[redacted] as chief, combined into a single reading operation (hopefully) the ^{Intellefax} ^{formerly in} ^{remaining} former coding activity, of the Library, and the dissemination functions

of ID. (3) Processing Branch, with [redacted] as chief, consolidated 25X1A9a

the mailing, receipting and distribution functions formerly split between

the Document Branch of the Library and the CIA Branch of LD/

1/ OCR Notice CR 1-130, 1 November 1956 SECRET History of OCR 1953-58 Box 59-875/1

2/ Memo from AD/CR to DD/I "OCR Manpower Adjustments" 4 October 1956

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* For a description of the Intellefax System see chapter on Intellefax

the history

to the British? from them? what was being processed?

is this a good word?

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3/
1. The Dissemination Function

The dissemination of documents under the aegis of the ~~Document~~ ^{DD} ~~Division~~ did not change from the manner in which it had been carried on in the ~~Liaison Division~~. Each month the disseminators read about 30,000 different intelligence reports and documents received in multiple copies (average of 12 copies per document). Approximately ^{75%} (24,000) (75%) of the receipts were intelligence information reports; the balance (25%)

25X1C8a

were finished intelligence reports and studies, intelligence periodicals and non-USIB documents, such as ^{25X1C8a} domestic technical reports and studies, and miscellaneous items. The dissemination of about 7,000

of the documents received each month was predetermined and handled immediately upon receipt on a standard ^{dissemination} distribution basis. The items

involved were marked for the recipients and ^{recorded} ~~noted~~ in a ^{card} ~~standard distribution~~ ^{or} ~~file~~. ^{what is the value of this comment needed?} ~~Kardex file~~ Defense attaché reports and State despatches/airgrams were received from the originating agencies in a set number of copies

^{upward} (the number of copies was at times negotiated) ^{or} predetermined number of copies of each CIA-issued report was sent by the Printing and Services Division (P&SD) ^{under the National Security Agency (NSA)} to the Defense agencies, State and NSA. On these, the ^{DD} ~~Document Division~~, therefore, ^{that} read only for dissemination within CIA and for selected US Government agencies ^{which} were not on the standard list.

The basis for dissemination was the OCR Dissemination Guide, which included reading requirements from every office in CIA. In addition, requirements were received for CIA documents from other US Government agencies through proper liaison channels. Reading requirements were reviewed with user offices on a periodic basis, usually ^{every year} annually. The Guide was subdivided

Of all the functions still carried on in CRS today, dissemination has probably changed the least. Information ^{that} ~~reports~~ and finished intelligence reports are still read and distributed manually.

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by office and within the office by subject and area or on type of document. ^{Keeping} ~~Maintaining~~ the reading requirements current ^{was--and still is--} ~~has~~ ^{always been} a time-consuming job requiring at least half of the senior disseminator's time.

Altogether, the disseminators read the incoming material for some 120-150 different points. These points varied from an office, ^{the office of Reports which} such as (ORR ~~where they~~ ^{its} had their own Reading Panel until 1963), to divisions or branches of an office, or in certain cases to the section or unit level. The Clandestine Services ~~were automatically~~ ^{received} sent two copies of every report, if ^{was} ~~there were~~ a sufficient number of copies available. ^{For lower} ~~Further~~ reading ~~to desk level~~ then took place

within the DD/P. Because backlogs caused a delay in dissemination, DD immediately sent from the intake point one copy of every State airgram ^{the office of Current Intelligence} to (CCI) and to ~~DD~~. By 1958 this direct service was no longer considered necessary. ^{OCR's Biographic Register (BR)}

A record was maintained of the dissemination of a given document also for checking

for security reasons and to check back if a question arose as to distribution. For many years a pre-printed routing ladder appeared on a "D" card (cut Intellofax card), which was filed manually. This was ~~replaced~~ ^{replaced} by a pre-printed Dissemination Ladder card (full size of an IBM card), at first filed manually by document control number. As of 1961 the number was punched and the card was filed mechanically. ^{this providing a convenient and efficient file for searches made in the dissemination section}

25X1A9a * In March 1962 discussions began between the DD/P and DD on the dissemination of intelligence reports directly to DD/P divisions by OCR. ~~He~~ ^{He} stated that with a centralized dissemination in DD the reports would be received by the DD/P divisions 8-10 working hours sooner in over 50% of the cases and 2 work hours for the balance. He pointed out the double reading, double handling, duplicate sorting and additional delivery steps and pick-ups involved in the ~~current~~ ^{existing} system. He asked that six T/O positions be transferred from DD/P to DD if the plan were approved. No decision was reached because of security complications and T/O transfers. The issue was raised again by DD/P in 1971, ^{with nothing} ~~with nothing~~ settled. ⁵

4 (Memo from C/DD to RMO/DDP "Dissemination of DDI and Other Informational Material to the CS", 27 March 1962 CONFIDENTIAL and Memo from C/DD to RID/DDP "Dissemination of Intelligence Reports Directly to Divisions by OCR", 3 April 1963 CONFIDENTIAL in Document Division Folder 62-63 Box 65-413/4)

However, dissemination of electrically received special intelligence ^{Approved For Release 1999/09/24 : CIA-RDP84-00951R000300050004-2} to DD/P was implemented 1 January 1966.

5 (Memo from C/Doc Systems Group to D/CR "DDP Implementation Plan for Special Dissemination to DDP" 23 August 67 SECRET (in Chrono 67 69-592)

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2. Single Reading Operation versus Automatic Dissemination

The Inspector General ^{in his} survey of OCR in mid-1956 had stated that the performance of the dissemination function appeared to be more appropriate in the Library than in LD. His rationale was that it was the responsibility of the Library to ensure that the content of all available information materials was immediately accessible to all offices of the Agency in support of intelligence production. The IG had not, however, recommended a single reading operation; on the contrary, ^{his} the report stated:

single space Experience in CIA has indicated that unless these two functions are performed separately or unless some system of dissemination by machine methods is developed a significant loss in the quality of one or both operations will result.

The IG reasoned that after a document had been analyzed and coded it could be run again ^{included in the Intelligence Subject Code (ISC)} ~~the~~ coded requirements.

The IG report notwithstanding, OCR management decided to try combining the two operations into one reading operation ^{thus} and possibly saving manpower ^{prospective} with T/O cuts in mind. But Dr. Andrews felt, however, that the Library would be too large and too unwieldy if the combined function were left ^{there} in the Library.

1/Inspector General Survey of OCR, 1956, page 105 SECRET CRS Historical Files
 * There is no ^{thing to indicate} evidence to what "experience in CIA" the IG is referring. An experiment had been conducted in OCD as early as June 1949 to determine the feasibility of combining the activities of classifying and disseminating documents. A 2-week test did not prove that the quality of the indexing changed to any extent with the additional background material provided. All persons agreed that the responsibility of keeping current with changing requirements was a full-time job in itself and that the plan would require three additional Library analysts as classifier-disseminators. (Memo from Chief, Analysis Section to CIA Librarian "Combining Function of Classifier and Reader", 3 July 1949 CONFIDENTIAL in Folder Daily Library Reading File 194/ July-Dec 49 Box 68-116/2) 8

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The first and most unique task, therefore, of the new Division was to try ^{to} cross-fertilize the classifiers and the disseminators. The ~~reorganized~~ Analysis Branch had within each source section ^a unit for dissemination and a ^{other} unit for classification (coding). Training classes were held ^{on the use of} in the ISC for some disseminators; likewise, some classifiers were introduced to the reading requirements. This indoctrination was considered essential before a combined reading function could be attempted. The experiment revolved around a few selected analysts who seemed to possess the flexibility and enthusiasm ^{to} try ^{and} to learn something new. Accurate ^{on} time studies were kept as well as ⁱⁿ performance standards. It was found that there was no saving of time in the combined operation; as a matter of fact, some documents were taking longer than if coded and disseminated separately. Those ^{on} the experiment discovered that instead of reading the document once

it was it
reorganized
already was
it? It was
new as
far as DD
was concerned
on the
use of?

* Automatic dissemination
based on coded profiles or
requirements was also tried <sup>on a small
scale.</sup>
the ISC Try Officer coded
the reading reg man
acc - the ITC. Soon
thereafter, ORR/Ag B

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The accuracy test received a plus mark, but the speed of dissemination was slowed down ~~by a result~~ ^{because of} waiting for the coding of the documents. ¹¹

This result was somewhat in line with the Air Force's tests on a pilot model of an automatic disseminator. ^{designed for operation with MINICARD* (see chapter on intelligence)}

CODIB listed in its FY 1961 program that CODIB might

"profitably consider using the ISC as a combined dissemination-indexing mechanism, providing for direct distribution from the various agency printing components to the various subject/area desks based on their stated coded interests." ^{not yet explained in this chapter.}

25X1A9a

^{who visited the USIB at the USIB Committee in Document (CODIB) at the same time (successor to the EAC Com. Ad Hoc Com. on Dissemination Program).}
AD/CR and CODIB Chairman, even included coding/

dissemination as one of the points in his Ten Point Program for OCR. "Coding standing dissemination requirements and relating these to the ISC. Initially this is to be done in CIA; then to be extended to the USIB Community." ^{13/13}

~~Feasible Attempts were made, but neither a combined reading operation nor an automatic dissemination based on coded profiles or requirements succeeded in OCR.~~ ^{in the 1960's not until the 1970's}

~~ZR JET~~

~~During FY 59 an Agency-wide program called ZR JET~~

Does this mean further attempts to put this in at all?

25X1A9a

1/ Memo from OCR Representative ^{auth} to Chairman, Agency Planning Group for Mechanically Integrated Reporting and Communication System, 31 Dec 58
sub: on "AFCIN Automatic Disseminator and Minicard Project" in (Folder Agency Planning Group 1958-60 Box 67-515/1)

12/ CODIB Program in Fiscal Year 1961, page 3 CODIB -D-5 8 Nov 60 CONFIDENTIAL (Box 64-341/1)

13/ Memo from AD/CR to Operating Committee "OCR Management Projects" 10 January 1961 CONFIDENTIAL (in Chrono 1961 Box 64-341/1)

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25X1A2g

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During FY 59 an Agency-wide program called [redacted] was begun on a pilot basis to speed up the information reports cycle from overseas collector to analyst and back to collector. By using tape-producing typewriters in ^a station and airmailing a taped version of selected reports to headquarters, it was hoped that reports would be delivered to users in as little as 3 days. One Document Division classifier participated experimentally for 3 months in the indexing and disseminating of each report at the master copy stage in [redacted] at [redacted]. Researchers in turn were requested to evaluate reports against a new "Initial Reaction Sheet", the results of which were tabulated by the Machine Division for the benefit of the field personnel. The Document Division in its final comments pointed out that the documents took anywhere from 5 to 12 days to arrive, actually varied from 5-12 days in arrival, that indexing had not had the benefit of any headquarters editing or comments, and that two out of every six documents indexed in this experiment were eventually "killed" by the area desk and never disseminated. The original plan of the [redacted] proposed dissemination by the subject and area codes assigned. On receipt, the reports (so-called CS type) were issued as TDCS's (considered cable reports) which changed the method of dissemination to pattern standard, performed by the Cable Secretariat as indicated by the area desks. The codes therefore served no useful purpose in dissemination. OCR decided to withdraw until it could be assured that its coding efforts would be applied to that information which would be disseminated and incorporated in the central reference system.

25X1A6a

25X1A9a

Memorandum for the Record, "Minutes of Planning Group Meeting" 31 March 1959
 1. Approval to Establish [redacted] 31 March 1959 DD/S 59-2070 SECRET
 (Folder Agency Planning Group 1958-60) Box 67-515/1

"Coding of Information Reports" Attachment C to "Present Status of Logging, Dissemination and Coding Procedures for Intelligence Information Reports"

17 February 1960 CONF in folder
 Annual Report FY 59 (in Annual Reports 1958 & 1959 Box 68-487/4)

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 25X1A2d1 of [redacted] Reporting for Meeting of the Systems Sub-Committee of the Agency Planning Group" 20 July 1959 SECRET (in Document Division 1959-61 64-341/4)

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3. Cable Dissemination

Cable dissemination, ^{originally a function of the Office of National Estimates (ONE)} ~~became~~ ^{had become} part of OCD Liaison Division's organization structure in March 1951. [redacted] headed this 25X1A9a activity from its inception in ONE until her retirement in 1962. Responsible for the receipt, dissemination and filing of all incoming cables received in the Agency, as well as for providing reference service from its files, this Branch was transferred to DD in November 1946, along with all other dissemination functions. Called the OCR Cable Center (actually the Cable Section), it disseminated the non-CIA-produced cables on the basis of the requirements in the OCR Dissemination Guide.

✓ At the behest of OCR, in mid-1958, the Management Staff [had] reviewed the organization, procedures and work load of the Cable Section. ~~of the Special Dissemination Branch.~~ The results of the study ^{19/} indicated that non-CIA cable operations—approximately 14,000 cables a month with 14 [multiple] ^{or each} copies—should be continued as an OCR service. The Management Staff also recommended that overtime should be eliminated during the regular ⁵ (five)-day week, ^{although} with dissemination assistance provided on Saturdays and possibly holidays. ^{is assigned to ease the work load and provide relief for the cable section staff} ~~to level out the work flow and cut down the work load at the end of the day for the Cable Section, an additional delivery of State Department cables was made at 2300 each day.~~ The chore of disseminating TDCS ~~(DB/P cable-disseminated reports)~~ reports was transferred from the Cable Section to the Analysis Branch; these reports were henceforth disseminated as regular reports, as they had always been treated in indexing for the Intellofax System.

* ~~A~~ A detailed guide on the cable function appeared as Reference Aid on Non-CIA Produced Cables, CIA/CR 25-1, June 1959 CON (CRD Historical Files) 19/ Memo from C/DD to AD/CR "Management Study of Cable Section" 10 August 58 SECRET (Folder Docu Div 1955-58 Box 60-548/1)

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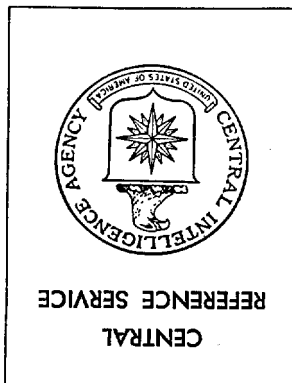
~~Two and a half years later~~ in January 1961 the Management Staff reversed its opinion because of a DD/P complaint *about* on the slowness of cable dissemination and recommended that the function should be transferred to the Cable Secretariat. ~~counter~~ *argued* ~~argument~~ *did not hold up* that decentralization of the dissemination function ran counter to the developing Intelligence Community efforts to effect greater centralization *in order* to promote automatic dissemination and improved requirements feedback to collectors. He recommended a more thorough Management Staff study, with participation from interested offices, *20/* But to no avail-- *DD* ~~the Document Division and OCR~~ lost 10 slots. *21/* 25X1A9a

20/ *21/* *20/* Memo from AD/CR to DD/I "Dissemination of Non-CIA Cables" 16 Dec 60 CONF
(in Chrono 1960 Box 64-341/1)
20/ OCR Annual Report for FY 1961 26 Sept 61 SECRET (Box 68-487/4)

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Broadcast
Information ServiceIndexing Project

of whether

25X1A7b

The question ~~to index~~ or not to index the [redacted] Daily Reports

[is one that] presented itself to OCD/OCR many times throughout the

* years. In April 1956 the AD/CR had sent to the DD/I a staff study

on the feasibility of indexing the Daily Reports. He concluded that

there was not enough manpower at that time to warrant such an operation,

which would require six additional persons. He recommended that

when manpower became available [there be] an indexing experiment, ^{should be conducted}

find out whether analytical components in the Community would find

such a service valuable.

The next year, ^{Joseph} ~~Max~~ Becker, the AD's Special Assistant, approached

25X1A5a2

Location?

25X1A5a1

[redacted] with which the Agency had a contract on

AHIP. 9

behalf of the IAC agencies through the ~~Ad Hoc Committee on Information~~~~Processing (AHIP)~~. [redacted] came up with a proposal for using its new

Searching Selector machine in a pilot operation of 2-6 months for

indexing 5,000-15,000 Daily Reports at a cost of [redacted] and an

operational project at a cost of [redacted] per 100 reports. OCR

25X1A1a

politely said "no soap." ^{23/}

25X1A1a

25X1A7b

* See chapter on (IntelInfofax) for 1947-52 history of [redacted] indexing

25X1A7b

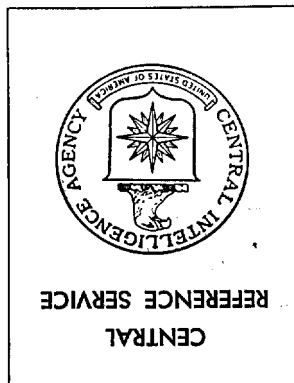
^{23/} Staff Study from AD/CR to DD/I "Indexing [redacted] Reports", 16 April 1956
SECRET (in Folder DD/I Jan-June 56 Box 56-96/1)^{23/} Staff Study by [redacted] for Special Asst. to AD/CR #Contract XG 1668
with the Center for Documentation and Communication Research, WRU",
6 Jan 58 CONF (in Document Division 1955-58 Box 60-518/1)

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The Library

In 1957, three outside librarians had ^{been invited by the DPT to} survey the library & related documentation activities. In their ^{final report} ~~survey~~ ^{25X1A} they had recommended that the [REDACTED] be indexed in the Intell. Pub Index (IPI). ^{24/} ~~The results~~ One of the Task Teams appointed by the AD/CR ~~to~~ evaluate the ~~work~~ of the key Cons. was assigned to ~~evaluate~~ ^{propose} this Task Team ^(#3) ~~team~~. ^{research} that there might be an external contract for a ~~printed~~ ^{search} index to the FBIS. ^{25/} * For further discussion see chapter on the Library.

- 24/ Library Consultant Survey 1957
25/ Task Team Rpt X107 -

X-106 CDS

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25X1A7b

The Library Consultants had recommended that the [redacted] Daily Reports be indexed and Task Team No. 3 had agreed but had proposed that there ^{might} possibly be an external research contract for a printed index. * In Mr. Borell's memo to the DD/I ⁱⁿ implementing recommendations of the Consultants and Task Teams, he recommended and [redacted] the DD/I approved that the decision to put [redacted] into Intellofax should await the result of a pilot operation to determine the best means of indexing based on prospective consumer requirements. (The actual

recommendation had been that the [redacted] be indexed into the [redacted] not into Intellofax.) 25X1A7b The DD/I also approved [redacted] in OCR's 1959 budget for 25X1A1a indexing the [redacted] The Chief Analysis Branch contacted Agency offices in 1958 to survey their interest in such an index. Her comments to the AD/CR are important in view of the supposed interest in an index over the years. "I am more than ever convinced that no office 25X1A7b is enthusiastic or greatly interested in an index to the [redacted] Daily Reports." This lack of interest notwithstanding, OCR

* See Library chapter for discussion of Consultants' Survey and Task Team Reports

24/ Memo from AD/CR to DD/I "Immediate Program for Implementing Recommendations of the Consultants and Task Teams" 12 June 1958 CONF (in DD/I 1958-61 Box 64-341/3)

25/ Memo from DD/I to AD/CR "OCR Budget Levels for FY 1959 and FY 1960" 17 June 1958 SECRET (in DD/I 1958-1961 Box 64-341/3) 25X1A7b

26/ Memo from C/Analysis Branch to DAD/CR "Survey of Indexing [redacted] Daily Reports" 1 July 1958 CONF (in CRS Historical File [redacted] Gerner Contract

25X1A7b

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management decided to contract for an indexing project. The Project Review Committee ^{29/} approved an expenditure of [REDACTED] 25X1A1a in FY 59 for a 3-month trial indexing experiment, and a contract was signed in August 1958 with [REDACTED] of 25X1A5a1 Washington.

25X1A5a1
25X1A9a

↑ Three months' issues of the Daily Reports, ~~were~~ (indexed) [REDACTED] using the subject headings agreed upon by [REDACTED] the Project Monitor, in cooperation with Library reference personnel and Agency analysts. The index was prepared on 3" x 5" cards, which were maintained and serviced by the Library. USIB members, through CODIB channels, were invited to direct requests for very current information. The daily 25X1A7b [REDACTED] issues between 6 and 20 November carried announcements of the index.

The 90-day test terminated ^{31/} 31 December 1958.

25X1A5a1

Community and Agency interest in the index proved disappointed^{ing}ly limited, and no other Agency was willing to support a one-year indexing contract costing \$50,000. CODIB members reported that in the event the [REDACTED] ^{was} ~~were~~ adopted, their own agencies would nevertheless continue indexing and filing for their own purposes. [So] once again the idea of an index to 25X1A7b [REDACTED] Reports died.

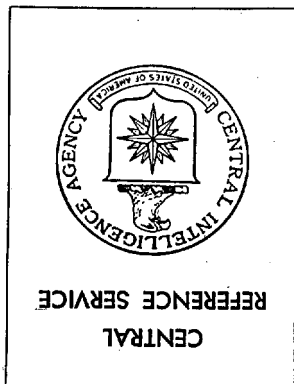
25X1A5a1

^{24/}
^{31/} 24/CODIB-M-8, 22 December 1958, page 2 CONF (CODIB M-8 Mem 1958 64-341/2)

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25X1A9a

The issue ^{was} raised again in the following years, but not resolved. In 1962 [redacted] asked the Agency's Automatic Data Processing Staff to experiment with automated retrieval of [redacted] material. There is no record of their findings.

25X1A9a

[redacted] in his 1966 study of OCR's storage and retrieval system, raised the issue of a noteworthy gap in OCR's index control over foreign radio broadcasts. He ^{however,} admitted that there seemed to be no practical substitute for analysts' files and ^{that} therefore this gap in central files was actually not too critical.

5. CODIB Project-- Union List of Intelligence ^{serial} Periodical Publications ^{34/}

With OCR's active participation in and leadership of the IAC AHIP ^{USIB CODIB} and its successor, the ~~USIB Committee on Documentation (CODIB)~~, ^{DD} Document

This should appear earlier, at first mention of CODIB
Division personnel were frequently involved in extra assignments for "the good of the community." One of these was chairing a task team of IAC/USIB members to coordinate the preparation of a complete list of all intelligence serial publications of foreign intelligence interest produced at

25X1C8a the headquarters of IAC/USIB Agencies and by selected members of the [redacted]

25X1C8a [redacted]. The list was designed to serve as a reference guide for sources of information and as a check list for verifying publications requested on dissemination. The first edition of the "Union List of Intelligence Serial Publications" ⁱⁿ was published October 1957, and the plan was to revise it annually. All the participating members found the Union List a valuable tool, but everyone found it difficult to devote the necessary time to keep such a list up to date. ^{35/} Therefore, only one revision appeared in February 1959. Both editions ~~had been~~ ^{were} published at CIA expense.

25X1A5a1

25X1A5a1

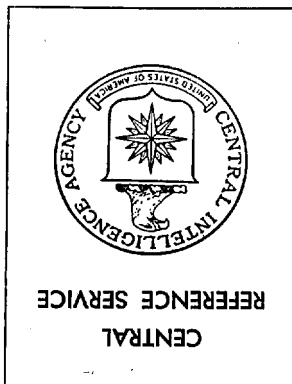
^{32/} Memo from AD/CA to Chief, [redacted] Staff
13 June 1962 For Official Use Only (in Chrono June-Dec 62 65-413/2)
^{33/} "Choosing the OCR File System" 1 December 1966 SECRET
(in [redacted] Felder 68-487/1)

25X1A5a1

^{34/} 30/ Copies of Union List in CRS Historical Files
Approved For Release 1999/09/24 : CIA-RDP84-00951R000300050004-2 64-341/2*
SECRET

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Release Functions

In a realignment of the Document Division in March 1959

two jobs were saved by combining the Special Control and the Processing Branches into a Control Branch with three sections--- TS Control, Processing, and Non-CIA Cables. Dissemination of CIA finished intelligence and [redacted] documents,

which had been part of Special Control Branch's Release Section, was transferred to the Analysis Branch, with the other dissemination functions. The [original designation in 1956 of the Chief, Release Section] ^{was originally designated} as the OCR Foreign Liaison Control Officer (FLCO)

[was made] because most of the [redacted] FLO's contacts of the [redacted] in 1956 with [redacted] in OCR were for the purpose of obtaining CIA finished intelligence material. It seemed, however, more logical for the point of con-

tact with FLO's to be in the Liaison and Collection Division (LCD) -- which had replaced LD in May 1958 -- and so the Chief, LCD was appointed FLCO.

Of the total 113 T/O on duty in 1959, the Analysis Branch had 49, the Control Branch 59, and the Chief's office 3. Each of the four section chiefs in the Analysis Branch had a special

responsibility over and above supervising. The Chief, State Section, was responsible for the "screening" or "selection" operation; Chief, CVA Section, was responsible for the ISC and was Training Officer; Chief, Defense Section, handled dissemination matters for the Branch; and Chief, Special Section, directed the compilation of the IPI and had the responsibility of releasing CIA finished intelligence publications to other US Government agencies, to FLO's of the

30/ Memo from C/DD to AD/CR "Realignment of Document Division Organization" 11 March 1959 SECRET (in Folder DD 1959-61 Box 64-341/4)

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25X1C8a

██████████ governments, and DD/I representatives abroad.

Each section had a senior disseminator and a senior classifier.

7. Who Does What in Procurement Function?

DD,

Shortly after the establishment of the Document Division, the chiefs of ID, DD, and the Library found it necessary to clarify OCR responsibilities for procurement of intelligence publications. ^{3H/} The Domestic Section of the Library's Acquisition Branch was to have sole responsibility for the procurement of printed Defense Department manuals, handbooks, etc., whether expenditure of funds was involved or not. DD had the following tasks relative to procurement: effecting changes in existing requirements for currently procured documentary series, servicing requests for material from FLO's, and releasing CIA finished ^{intelligence} and information reports to other accredited Agency recipients. The Circulation Branch of the Library was to handle all requests for publications and take appropriate action to secure the material. In addition, it was responsible for the procurement of intelligence publications from Defense, State Department, and non-IAC agencies. By 1959 the CIA Librarian noted that the arrangement with DD "effecting changes ~~with~~" had led to confusion. ^{3H/} He recommended, and the Chief, DD, concurred, that the DD task should read:

3H/ Memo from CIA Librarian to AD/CR, 13 December 57 CONF (in Ly Daily Reading File 1957 Box 68-116/2)

3H/ Memo from CIA Librarian to C/DD "Procurement of Intelligence Publications", 23 November 1959 (in Ly Daily Reading File 1959 Box 68-116/2)

* An OCR management decision of November 1962 assigned to the Library the responsibility for procuring military procurement materials without charge from the US military.

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"servicing all document requests requiring continuing distribution (e.g., series, documents on which periodic amendments and supplements are issued, etc.)" and that servicing requests for back issues ~~to~~ be undertaken by DD only when the back issues were requested in combination with future issues.

8. Further Separation of Indexing and Dissemination

microfilming to occur first before copying for dissemination

Head-of-the line concept in processing documents was not
*
new and had been discussed for years. Finally, with another reorganization of the Analysis Branch in November 1960 concurrent with the inauguration of the new Intellofax System (see ^(page ->) ~~chapter on Intellofax System~~), a Selection Section was created. This Section at the head of the document processing line made it possible to meet with a minimum of confusion and delay ^{the} changing requirements for selection of documents to be indexed in the Intellofax System and for the dissemination of NODEX material. One copy of each document to be indexed was separated and batched. Management approved the establishment within the Branch of separate sections for indexing and dissemination, finally recognizing that the two functions could not be combined with a single reading.

sweeping OCR

* It was not until the reorganization of 1967 that complete head-of-the line took place ~~with microfilming occurring first.~~

39) ~~25~~ Memo from C/DD to AD/CR "Realignment of Analysis Branch, Document Division", 7 October 1960 CONFIDENTIAL (in Chrono 1960 Box 64-341/1)

** ~~the~~ *both* was an envelope containing 15-20 documents similar source of info. in the office.

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The four sections of the Analysis Branch became Selection, Indexing, Dissemination, and IPI. The coding operation, which had been organized along source lines since early 1952, was finally restructured in January 1961 according to area specialization (as recommended by Task Team No. 1 and by ^{Page ->} of ONE. See Library chapter) with the following divisions: Near East and Africa, Asia and ^{line-orient} the Bloc, and Western Hemisphere and West Europe.

*Soviet?
Sino-Soviet?
Communist?*

25X1A9a

By 1962, the Chief, DD, felt that the dissemination and indexing functions should be completely separated to provide more timely dissemination. In ^a his staff study ^{for} the AD/CR, ^{4/13/62} stated that the whole dissemination function was delayed by selection for indexing and area batching. He recommended that it would be feasible to disseminate from large unbatched groups of documents, with selection and batching ^{performed} placed after dissemination. ³ The realignment of ^{DD} the Document Division in September 1962 involved the following changes: (1) transfer of the dissemination responsibility from the Analysis Branch to the Control Branch, with the latter ^{renamed} name changed to Dissemination Control Branch (DCB); (2) transfer of the indexing functions of the Selection Section to the Indexing Section and ^{dissemination of NODEYES} the balance to DCB; (3) transfer

of what?

^{4/13/62} Staff Study from C/Analysis Branch to C/DD "Area Specialization Grouping for Analysis Branch Coders", 9 December 1960 CONFIDENTIAL (in Document Division 1959-61 Box 64-341/1)

^{4/13/62} Memo from C/DD to AD/CR "Realignment of the Document Division" 13 August 1962 CONFIDENTIAL (in Document Division 1962-63 Box 65-413/4)

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In the final alignment, the DCB
had three sections: Indexing (30), IPT (4),
Typing (12); DCB^{also} had three
sections: Dissemination (24),
Control (22), and Central Top
Secret Control (6)

of the Typing Unit from the Processing ^(renamed Control Section) section of the ~~former~~ Control Branch to the Analysis Branch [and the name of the Processing Section [in DCB] changed to Control Section;] (4) provide ^{sion} for separate units ^{within DCB} to disseminate information reports and those documents requiring special handling (i.e., publications). ^{ensure}

The transfer of dissemination to DCB gave ~~that branch~~ a more equitable distribution of professional employees ^{than} ~~which~~ the ^{old} Control Branch had ~~not~~ had, and this played a large part in ^{the T/O ~~was~~ was now evenly divided: Analysis Branch - 48, DCB - 51, Chief Office - three}

25X1A9a [redacted] rationale.

Dissemination outside regular hours was approved in November 1962, with six persons assigned to a Tuesday through Saturday work week on a rotational basis. Processing on Saturday was limited to priority categories of reports, but such ^a material ^{on a} available to user offices more currently ^{28, 42} basis.

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9. IG Survey- 1963

The IG surveyed OCR in 1963 and submitted its report to the DD/I on 23 September. DD was rated high with plus marks for good division planning ^{in the 1962 reorganization} and continual review of operations. DD supervisors were considered outstanding individuals who took pride in the advances made by the division. ^{There} The IG recommended that the Chief, DD, in his continuous review of customer services, consider measures to develop a single customer contact point with DD, so that the customer would not be obliged to contact several people. The IG approved the external contract for the preparation of programmed instruction textbooks for training in the use of the ISC. (See page ___ in chapter on the Intellofax.) The IG recommended that all disseminators and classifiers be enrolled in the Intelligence Orientation Course (IOC) approximately 6 months after their entrance on duty and that they be granted additional training encompassing the broader range of Agency activities. It was obvious from the IG Survey that some classifiers had objected to the separation of the input and retrieval aspects of the Intellofax System and had made a strong plea for their early familiarization with the Intellofax Reference Group (Input in DD and retrieval in the Library). The IG recognized this dichotomy and suggested that ^{new} the classifiers be permitted a brief period with the ^{Library} ~~Intellofax~~ ^{IRG} Reference Group (the ~~retrieval~~ ^{seen after they} to give them a better understanding of their own jobs.

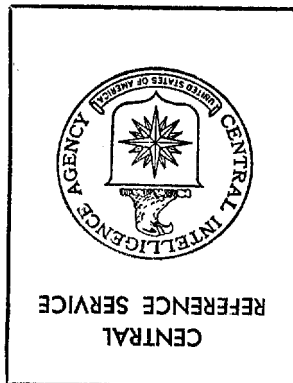
The several layers of supervision in the Analysis Branch were criticized as causing delay and confusion in communications. The IG recommended a reduction in these superfluous layers of supervision. ^{It} e also recommended that the AD/CR request additional half-height compartments ^{help} in be installed in DD to reduce the noise level and ~~the~~ other distractions. The Division ^{ion} was complimented for its ability to

43) IG
Survey
OIA Sept 67
S.
(CRS Hist. Div.)

corresponding rise in morale.

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Conclusion

Insert
The IG was concerned that a handbook outlining Top Secret and Classification Control procedures had not been published due primarily to DD/P's reluctance to agree to the establishment of a central TS control file. The IG ~~1/1/~~ recommended that the DD/I seek agreement ~~with~~ of the DD/P on a revised ~~TS~~ publication of the regulation and ~~proposed Handbook of Top Secret Cont,~~ so that an effective TS Control ~~procedure/~~ program could be carried out without delay.

The AD/CR ^{listed} ~~gave the following answers/~~ ^{actions} ~~and/or actions~~ to the DD/I: (1) OCR had taken no further action on TS Control procedures because a special Agency committee chaired by the Office of Security ^{yet} ~~had~~ not submitted to the Executive Director its report on handling and accountability controls for code word and TS material^{*}; (2) Enrollment in the IOE would be on a current basis by June 1964; (3) the Analysis Branch had already taken steps to ensure that no unnecessary layers of supervision existed; (4) If \$12,000 in funds could be made available, ~~pp~~ partitions would be installed in DD. The DD/I approved the requisition for partitions in DD provided that \$12,000 could be made available.

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December
 In 1963 the Executive Director/Comptroller, in a memo to the DD/I on the subject of economy measures, pointed to *DD as a place* the Document Division where economies might be effected. He called attention to the size and strength of DD and suggested that a study be made to determine whether the Agency needed the thousands of documents *that* which were flowing into the Agency each day. *44* ~~_____~~ *62* ~~_____~~ 25X1A9a

28 ~~_____~~ *25X1A9a* ~~_____~~ *now the ADDI for Management agreed* confirmed that the major portion of the 66,600 documents received each month in DD were directly controlled by the consumer requirements levied upon collectors and publishers. The number of copies received was based on reading

25X1A9a ~~_____~~ (dissemination) requirements placed on DD by user offices.

He pointed out that DD provided a central reading facility for some 200 points within CIA, obviating the need for individual reading panels;

log of what? [in addition, it maintained the official Agency log, making unnecessary user office maintenance of duplicative logs. *receipt of documents* ~~_____~~ *referred* *added/ reminded* 25X1A9a

to ~~the Executive Director of the 1963 IG report~~ which attested to DD's after its reorganization in 1962, notable improvements in its ability to render timely service and to absorb additional workloads without benefit of increased T/O.

44 ~~28~~ Action memo A-333 from Ex Dir/Comp to DD/I "Economy Measures" 13 Dec 63
 SECRET (in Organization & Mgt Surveys-2 Box 66-496/2)

45 Memo from AD/CR to DD/I "Economy Measures" 14 Jan 64 SECRET (in Org. & Mgt-Surveys-2 Box 66-496/2)

41 IG Survey of OCR September 1963 SECRET (In Files of D/CR)

46 ~~42~~ Memo from ADDI/M to Executive Director-Comptroller "Economy Measures" 15 Jan 64 SECRET (in Org & Mgt-Surveys-2 Box 66-496/2)

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Space for Others~~The Document Division~~ provided space for some

non-CIA personnel to service their parent organizations. For example, in 1957 OCR granted authorization to NSA ^{to have} ~~for~~ a full-time resident officer in DD to read and select CIA information reports against NSA requirements. In addition, this individual received continuing clearance for direct liaison with offices in the DD/I. In 1963 ~~the Document Division~~ also gave space for a contract officer

25X1A5a1

from [REDACTED]

25X1A5a1

[REDACTED] The Chief ^{of} DD had the responsibility^{for} ~~of~~ approving the release of certain classified and unclassified

25X1A5a1

documents to [REDACTED] in accordance with established Agency procedure.

The responsibility for this support was shifted later in 1963

to the Covert Action Staff of DD/P as ~~the~~ responsible project monitor, ^{as} and the proper place for the transmission of documents.

An NSA person still has desk space in the dissemination quarters.

25X1A9a

41/ Memo for the Record, ^{sub.} from Becker "NSA-CIA Contacts" 1 October 1956 (in Chrono 1956 60-548/1) SECRET

25X1A5a1

18/ Memos from [REDACTED], Chief, CA Staff, // to AD/CR "Documentation Support for [REDACTED] 11 June 1963 ~~22/11/63~~ and 13 August 1963 in Document Division 1962-63 Box 65-413/4)

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25X1A2d1 10. An Extra Project for Document Division-

A project to devise an information retrieval system for recall of documentary materials on Soviet military doctrine, strategy, and tactics acquired by DD/P was initiated in October 1962 at the instigation of DDP/SR, OCI, ORR, ONE, OSI and DDI/RS. Three user meetings in early

1963 chaired by the DAD/CR determined the need and the best type of index for this material which was given the code name of Penkovsky papers. OCR was rep-
presented, but programming capability was not then available. OCR

was therefore charged with the responsibility of producing an index in the shortest period of time. Users placed the highest priority on the project because the usefulness was declining rapidly as it became dated. OCR

25X1A2g prepared a machine listing of a sample Index for approval by the users.

The Analysis Branch of DD organized a team of seven analysts of varying grades from OCR Divisions, who completed the task of indexing 8000 pages in 2½ months (2714 man hours in OCR and 88 man hours in PSD).

The scheme adopted was depth of indexing page by page using key words

25X1A2g grouped under 130 different subject headings.

The result of the project was a printed index entitled Reference

Aid. Indexes to Classified Documentary Soviet Ministry of Defense Reports

in the 1963 Folder (Box 65-413/4), CIA/CR-51, July 1963. Secret/

Noform/No Form Dissem. Almost at the last minute DD/P agreed to downgrade the material from Top Secret to Secret with the necessary controls.

The booklet had four parts or separate indexes. The reports were all microfilmed and were available in the aperture file. Between 150 and 200 copies were printed with a distribution of 85 for external users and 50 for internal users.

By 1967 all surplus copies in Records Center had been exhausted. In spite of

its dated usefulness, the index has been consulted over the years when

1963 Folder (Box 65-413/4) "History of 28 Feb 1967 SECRET

(in Chrono 67 69-592)

25X1A2g

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various types of
particularly
for information on the Soviet missiles.

DIA also published in the fall of 1963 two indexes
of the same material, *using* but used a different index approach.

25X1A2g

1) ~~CPS Historical Files~~

1963

65/413/4

2) ~~CPS Document Files~~

25X1A2g

3) Memo from C/Analysis Branch to DD/CR "History of

27 February 1967

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A. Impact of the All-Source Centera. Dissemination

In May 1963 OCR was assigned
 ORR's responsibility [according to DD/I Notice No. 50-] ^{52/}
 [dated 24 May 1963] ¹⁰⁰⁻³⁵ for providing all-source information support, ^{to requesters. This}
 certain that
 lizing in OCR the management of dissemination functions [which] had
 been in OCI and ORR. ^{intelligence (SI) T-KH} Nine positions from OCI with the responsibility
 for disseminating "Special" and "PKH" documents were placed in DD
 25X1A9a as the Special Section of the DCB. [redacted] chief of this
 operation since its inception in OCI, remained its chief until
 her retirement in 1967. Eleven positions from ORR
 with responsibility for disseminating to ORR branched were
 transferred to the Reports Section of DCB. By September 1963
 cross-fertilization training of ORR disseminators with
 DD disseminators had brought about the complete phase out of double
 reading of all information reports. ^{Seventy} additional dissemination points
 were added to the existing 160 points. DCB, with an enlarged T/O of
 72 ^{(in contrast to Analysis Branch's T/O of 47, now}
 had four sections: Control, Reports Dissemination, Publications
 Dissemination (including TS Control and Standard Distribution)
 and Special Dissemination. ⁵³

b. Indexing of Non-CIA Cables

The all-source concept also resurrected the old chestnut
 of indexing non-CIA cables. [In the Notice,] the DD/I directed,

19/ Memo from C/DD to AD/CR "Status of Merger of OCI and ORR Elements
 in Document Division", 23 July 1963 SECRET (in Document Division
 Folder 1962-63 Box 65-413/4)

48/ DD/I Notice No. 50-100-35 "All-Source Information Support", 24 May 1963
 in Folder Chrono 1963 67-515/3

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among other things, that ~~the~~ Document Division of OCR would undertake subject/area indexing of non-CIA collateral cables ^{that previously} ~~which hitherto~~ were retrievable only on a reporting-post basis from the Cable Secretariat. ~~The AD/CR had listed Cable Input as an item in his 13 February 1963 Current OCR Developmental Activities: reconsideration of historic position that cable information is current and perishable and therefore not material to be stored in Intellofax. In fact, to increasing degree, information of continuing value is reported in cables and is not repeated in subsequent information report.~~

Indexing began as a joint DD and Library ^{experimental} project on 1 November 1963 ^{55/} and CRAG Notice 2/64, dated 24 January 1964, announced the

^{54/} experiment. ^{filed} The cables were maintained in hard copy in the Library. ^{used for indexing} The file arrangement was by broad subject categories and placed within regional areas.

The Analysis Branch personnel (equivalent of two analysts) indexed ^{52/} (ing) these cables according to simplified IPI subject headings and also selected a small percentage (10-15%) based on regular selection criteria for processing ⁱⁿ to the Intellofax System and therefore for permanent retrievability from microfilm copy. ^{52/} The CRAG Notice advised the recipient that the manual organization of the file was experimental and subject to modification to accommodate user requests.

^{54/} "Current OCR Developmental Activities, 13 February 1963 ^{SECRET}
(in OCR Planning 1959-63 Box 67-515/1)

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^{54/} CRAG Notice 2/64 in CRAG 1962-64 Box 66-496/1

^{52/} Memo from C/Indexing Section to C/DD "Staff Study. Indexing of

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Division Folder 1962-63 Box 65-413/4

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[But] similar to the [redacted] indexing experiment of 1958, this cable indexing effort attracted few users. Although over the years there had certainly been repeated customer queries about and requests for cable indexing, there was no evidence during the 1963⁷⁶⁴ experiment that the customers were really interested. The Intellofax Reference Group^{at} the file was maintained on the mezzanine of the Library with the IRG^{*} showed the file to every customer, publicized its existence and purpose as much as possible and kept accurate figures on usage. On 18 September 1964^{Mr.} [redacted] sent out another CRAG Notice^{53/} cryptically announcing^{ed 57/} that the file of non-CIA cables maintained in the Library was discontinued and that DD would cease indexing cables. The Cable Secretariat was alerted to stop sending ^a [one] copy of each cable to DD.

And so again the controversial subject of cable indexing was put to rest for the time^{*}.

25X1A9a * It did not rest for long. [redacted] in his survey of OCR's storage and retrieval system^{at} the end of 1966, wrote in "Choosing the Directorate's Central File System" that one of the most noteworthy omissions in OCR's coverage was noncodeword cable traffic. However, he maintained that this omission^{was} not the serious deficiency it might at first sight appear, stating that the substantive content of cables is of transitory value.

25X1A9a

[redacted] Committee Study of Indexing Activities Box 68-487/1

58) 51/ 57) 53/ CRAG Notice 2/1-61p 18 September 1964 CONFIDENTIAL (CRAG Notice 1964 66-496/1)

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13 More on Coding for Dissemination

A member of [the] ~~Document~~ ^{to 19} Division was active from 1965/67 on a CODIB Task Team ~~on~~ ^{on} Content Control, which looked at community dissemination activities to see if improvements could be introduced, particularly at the point in the field-to-analyst flow, where control was simplest. ^{52/} The objective was to develop a system for use throughout the Intelligence Community for identifying and controlling at or near time of publication the substantive content of the intelligence items received. A scheme was designed primarily ~~primarily~~ to facilitate dissemination of documents by means of simple subject and area codes appearing on all reproduced copies of the report. The final upshot of the Content Control ^{Team} activity was that after 2 years of deliberation and establishment of a ^{suitable} Content Control Code, the Task Team in its final report [of 1967] admitted that "although everyone pays lip service to a test of the approved Code, there is much foot-dragging." ^{60/} Only NSA and ~~the~~ ^{the} [redacted] of CIA 25X1A8a actually assigned these codes to their reports prior to dissemination; whether any office used them for dissemination is questionable.

Certain members of the OCR management team questioned such agonizing by the entire community, stating

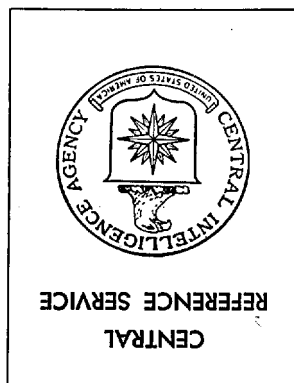
If the Task Team had come up with an automated dissemination system, based on some breakout of the ISC which would be compatible with that being used by DIA, and had delivered a nice universal software package, the time would have been well spent. ^{61/}

- 58/USIB-D-39.3/11 20 Sept 67 "Ninth Annual Report of the Committee on Documentation(CODIB)" SECRET, page 2 (in Folder CODIB 69-592)
- 60/Memo from Chief, Reference Librarian to D/CR "Notes on CODIB Meeting, 29 June 1967" 30 June 1967 CONF (in CODIB 69-592)
- 61/Memo from C/Document Systems Group to D/CR "Content Control" 2 Mar 67 Admin/Internal se 0 ly (in Chrono 67 69-592)

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Improvement in Dissemination Patterns

During its 10 years of existence, DD continually sought and effected changes in the dissemination pattern to expedite the flow of documents and to eliminate additional handling in ^{the Division} DD. A few examples suffice. An arrangement was made with Wright Patterson Air Force Base in 1965 on the Scientific and Evaluation Program (STEP) Abstract cards. Eleven sets of between 2000 and 3000 cards had been received each month and distributed to OSI, ORR and ~~BR/CR~~ ^{OCR/BR} ORR withdrew its requirements when the cards were reproduced ^{by the} ~~(in)~~ Joint Publications Reading Service (JPRS), but OSI and BR needed the ~~cards~~ for filing purposes. DD arranged to have four sets for OSI and five sets for BR sent directly to those offices. ⁶³

a. Should Abstract be lowercased?
b. Should cards be capitalized?
c. Neither of the above?

After many months of study and coordination with the Agency's Collection Guidance Staff, DD arranged for the discontinuance of the receipt of certain [REDACTED] 25X1C8a of Intelligence Reports via the DD ^{of} ~~SP~~, the 500th US Army Intelligence Group Information Reports via the [REDACTED] 25X1A6a and of the Information Reports of the 6499th Support Group in ^{established that} [REDACTED] via the Air Force. DD ⁵⁹ ~~Identified~~ all of these reports were being received via DIA with no appreciable time lag. ⁶³

The processing of single copy enclosures was always a problem in document handling. Prior to 1965, Office of Operations (OO)

⁶³ ~~CONF~~ Document Division Monthly Report for February 1965, dtd 8 March 1965 CONF (in DD Monthly Reports 1964-65 71-18/1)
Document Division Monthly Reports for 1964, 65, 66 (in DD Monthly Reports 1964, 1965, 1966 71-18/1)

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of incoming documents was reduced by (1) eliminating some duplicate hard-copy dissemination of [special intelligence] ^{SI} reports by specific series, (2) eliminating the dissemination of [redacted] ^{25X1A7b} rejects to components in ORR, and (3) seeking to reduce lower priority dissemination requirements of the various components of the Agency.

25X1A9a

[redacted] ¹⁹⁶⁶ in his review of OCR's storage and retrieval activities, made the following pertinent comment in reference to dissemination and [redacted] ^{25X1A2g}

OCR does more than store and retrieve like a university library. OCR disseminates, and insofar as it does well at dissemination, it builds up analyst files and reduces the demands on central files. [redacted] ⁹² will hardly impair the efficiency of dissemination. ^{25X1A2d1}

15. Finale

DD

In FY/66 [the Document Division] ^{DD} [had] performed the following dissemination services: 871,000 documents in 18 million copies disseminated to 225 points--205 within CIA and 20 outside the Agency--within 24 to 48 hours after receipt; and 690,000 pages of documents reproduced to service primary dissemination points. ^{69/}

Continuing the program to transform OCR to an all-source service role, the D/CR announced in September 1966 the creation of three new divisions to be reconstituted from ^{DD} ~~the Document and Machine Divisions~~ ^{MD}, the Special Register ^(SR) and a portion of the Library. ^{36/} The dissemination functions of DD remained under

25X1A9a

^{68/} [redacted] "Choosing the OCR File System" 1 Dec 66 SECRET
25X1A9a (in [redacted] Study of Indexing & Reference Support Activities Folder 68-487/1)

^{69/} Memo from D/CR to DD/I "Plans for the Reduction of OCR", page 4 of Basic Document Services, 12 Jan 67 SECRET (in Chrono 1967)

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^{68/} CR Notice 1-4 "Reorganization of OCR" 23 September 1966 SECRET
(in Folder Reorganization Document Systems Group 1966 Box 68-487/2)

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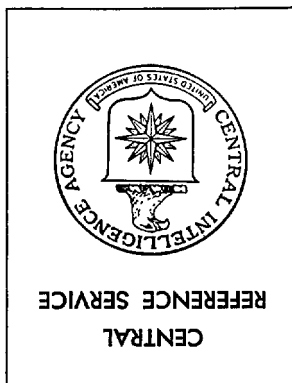
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██████████'s leadership in the new Dissemination and Files Division, whereas the indexing functions of the Analysis Branch joined those from ^{SR} the Special Register in the new Indexing and Services Division. Both Divisions were part of the Document Systems Group.

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